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Joint Expeditionary Force Experiment '99

Experiment shapes future joint force

By Tech. Sgt. Mark Kinkade
Air Force Print News

HURLBURT FIELD, Fla. — The Army, Navy and representatives from six foreign nations are on hand here during Joint Expeditionary Force Experiment '99 to build the blueprints for how the services will operate in the 21st century.

Using the development of the expeditionary aerospace force as a backdrop, they are evaluating how command and control procedures of the future will translate to different services and different countries.

"There will not be a future contingency that does not involve other nations besides the United States," said Danish air force Lt. Col. Steen Rode-Moeller. "We are all much smaller forces today, and we depend on our allies to work with

us to accomplish our missions."

The joint nature of the experiment is obvious as Air Force people work alongside the different services and countries evaluating and testing new command-and-control technologies. Navy forces coordinate simulated attacks with Air Force aircraft, while Army warfighters assess command procedures providing support to forces deployed in the war game.

Warfighters from Germany, Denmark, the United Kingdom, the Netherlands, Belgium and Canada are also on hand to measure how they can merge their command-and-control structures in future wars.

As the deputy commander of the deployed air operations center, based at Hurlburt Field, Fla., for the experiment, Navy Capt. Bob Buehn has to direct the battle when the Air Force commander isn't available. The Navy, he said, brings

time-tested experience in fielding an expeditionary force to the experiment.

"The air expeditionary force looks a lot like a carrier air wing," Buehn said. "We bring that experience to the table. What we get is experience in joint operations. The Navy has always operated fairly independently, but the future of warfighting is joint operations."

Like the Air Force, the Navy has people worldwide participating in the experiment. From the command-and-control vessel U.S.S. Coronado in California to aircraft flying missions from Naval Air Station Fallon in Nevada and other locations, the Navy is wholeheartedly embracing the experimentation idea, Buehn said.

"We want to see what our baseline manning will be in future operations," he said. "This is the one place we can do that without worry-

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On the cover

Air Force Col. Frank Ayers, Chief, J-7 Military Education Division (left) along with Air Force Brig. Gen. Bruce Wright, J-3 Deputy Director for Information Operations (not pictured), welcomes more than 60 members of Air Force Junior ROTC Unit 942, from Palmetto High School, Williamson, S.C. to the Emergency Crisis Room in the National Military Command Center. A panel of members from both directorates hosted the group and answered questions about military life. Panel members from J3: Army Sgt. 1st Class Shirley Rees, Gunnery Sgt. David Bolanos; and J-7: Army Col. Edward Daily, Army Maj. Dennis Tewksbury, Air Force Lt. Col. James Sasser, Army Maj. Paul Hurley, Senior Master Sgt. Rick Haney. Photo by Senior Master Sgt. Rick Haney.



JFEX Public Affairs courtesy photo

(From left) Commandant J.P. Kellens, Royal Belgium Air Force, and Maj. Chuck Smith, Headquarters Allied Air Forces Central Europe, discuss the deployment of forces along enemy lines.

ing about having too little or too much. There's really no failure here."

For the Army, JEFX is a chance to be on the ground floor of warplanning for the next century.

"The only way to influence policy and implement procedures is to be on the inside when people make decisions," said Lt. Col. Rick

Spearman, chief of operations for the 1st Battle-field Coordination Detachment at Fort Bragg, N.C.

The Army has the smallest representation of the services in the experiment. About 20 people are here in capacities ranging from operators to assessors and simulation builders. Although the Army operates far differently than

either the Navy or Air Force, Spearman said he hasn't seen any interservice rivalry at the experiment.

"I think those days are long gone," he said. "We can't afford to have rivalries anymore. We're fielding a joint force every day."

The joint effort hasn't been without its difficulties, said Col. Bob Grosvenor, CAOC commander. Federal security regulations prohibit foreign nationals from gaining access to much of the computer systems at the experiment. As a result, many allied warfighters at Hurlburt Field feel frustration because they can't get hands-on experience with the new technologies.

"They feel a bit disappointed, I'm sure," Grosvenor said. "It's not an issue of mistrust. In a war environment, they would have access. It's something we have to work on for the next experiment."

Despite the limitations, Rode-Moeller said the 15 foreign representatives are finding ways to get valuable information from the experiment. Working closely with their U.S. counterparts has been vital.

"We have had great cooperation from those working closely with us," Rode-Moeller said. "We have to rely on them, and I think they understand the situation we're in here."

JFEX concludes today.

Fogelsong heads to U.S. South Air Force

Army Gen. Henry H. Shelton, Chairman of the Joint Chiefs of Staff (left) presents the Defense Distinguished Service Medal to Air Force Lt. Gen. Robert H. Fogelsong, Assistant to the CJCS, Aug. 30 during a farewell ceremony. Fogelsong heads to Davis-Monthan Air Force Base, Ariz., to be the commander of the 12th Air Force and U.S. Southern Air Forces. Fogelsong's guests included his wife, Mary; son, Mark, and daughter-in-law, Air Force Capt. Laura Fogelsong.



Photo by Mamie Burke

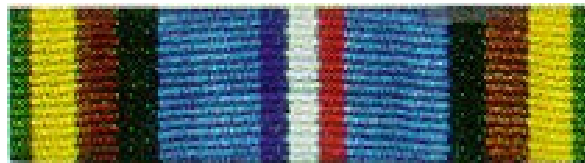
SECDEF expands area eligibility for AFEM in Operation Northern Watch

The Secretary of Defense has approved the expansion of the area of eligibility for the award of the Armed Forces Expeditionary Medal for Operation Northern Watch for the period of Jan. 1, 1997 through a date to be determined.

The area of eligibility now includes only the land area within Incirlik Air Base, Turkey; the total land area and air space of the countries of Iraq, Saudi Arabia, Kuwait, and the portion of the Arabian Gulf (Persian Gulf) that's west of 56 degrees east longitude.

To receive the AFEM, service members must be, or have been, deployed on official orders to ONW, serve within the ONW AOE stated above as bona fide members of a unit or as an individual, and meet one or more of the following criteria:

- Be in the AOE and engaged in direct support for 30 consecutive days or 60 nonconsecutive days.
- Be in the AOE and engaged in actual combat, or duty equally hazardous as combat duty with an armed opposition, regardless of time in the AOE.
- Be in the AOE and participate as a regu-



larly assigned crewmember of an aircraft flying into, out of, within, or over Iraq airspace in support of ONW.

Participants are entitled to only one AFEM for assignments to the following operations: Operations Southern Watch, Maritime Intercept Operations, Vigilant Sentinel, ONW, Desert Thunder and Desert Fox.

A second award of the AFEM is only authorized to individuals for nonconsecutive and nonconcurrent assignments to separate operations awarded the AFEM (e.g. first for Somalia operations and second for one of the six listed Iraq operations), provided the participants meet the criteria for each. Multiple awards of the AFEM for assignments/rotations to the operations are not authorized (e.g. Somalia's two operations and Iraq's six operations).

For more information, call your Military Secretariat.

Air Force hosts Joint Activity briefing

The Headquarters U.S. Air Force Executive Services Division hosts a Joint Activity briefing Sept. 25, 8 to 11:30 a.m. in the Pentagon Auditorium, Room 5A1070.

The briefing is open to all Air Force officers and senior noncommissioned officers assigned to joint duty in the National Capital Region.

The briefing is designed to inform people assigned to joint duty on current Air Force plans, programs and activities.

Lt. Gen. David Vesely, Air Force Assistant Vice Chief of Staff, will give opening comments followed by presentations by the Air Force Doctrine Center, Air Force Air and Space Operations, and Air Force Plans and Programs.

Registration must be done through the Air Force Course Registration System on the Internet at www.hq.afmil/classes by Sept. 23.

For more information call Mr. Bob Burkewitz or Master Sgt. Edward Mills at (703) 697-4749.

J-2 NCO is JS member of the quarter

Marine Lt. Gen. Carlton W. Fulford Jr., Director of the Joint Staff (right), presents the Joint Service Achievement Medal to Army Staff Sgt. Larry W. Williams, J-2 Alert Center Team Noncommissioned Officer, National Military Joint Intelligence Center. The decoration recongizes Williams' selection as the Joint Staff Service Member of the Quarter, for the second quarter of 1999.



Photo by Tech. Sgt. Anne Proctor

Hollow Man star Elizabeth Shue tours NMCC



Photo by Mamie Burke

Actress Elizabeth Shue (left) gets a briefing from Air Force Brig. Gen. Michael G. Lee, Deputy Director for Operations, Team 1, National Military Command Center, Aug. 30. Shue and her husband, Dave Guggenheim toured the NMCC and the Office of the Secretary of Defense. Shue and actor Kevin Bacon, along with production crews, have been filming the movie "Hollow Man" the past two weekends on location in the Pentagon.

**Marine commander
takes DJS helm**

Taking the charge

By Tech. Sgt. Anne Proctor
Editor, J-Scope

Take care of the people and they will take care of the mission.

That's what Marine Lt. Gen. Carlton W. Fulford Jr., plans to do as the new Director of the Joint Staff and he has the experience to back that credo - he's been a commander 10 times.

The Vietnam veteran and 33-year career Marine boarded the Joint Staff in August after serving as commanding general, Fleet Marine Force, Pacific and Commander, U.S. Marine Corps Bases, Pacific, Camp H.M. Smith, Hawaii.

The DJS seat isn't new to Fulford. He was the vice DJS from June 1995 to October 1996 and during that time he spent five months as the acting director.

As DJS, Fulford manages the 1,400 member Joint Staff. He said the DJS role - fostering teamwork — hasn't changed from his previous tour. It's a role nearly tailor-made for Fulford because he said teamwork is what he's all about. "I'm a team-oriented guy and I don't care for people who don't carry their load, or run way-out front and say 'see how great I am,'" said the general.

Not surprisingly, the goals of this team-oriented DJS are people-based; improve the quality of life for JS members and the service to the chairman will improve. To get there, the 1966 Naval Academy graduate centers his priorities on taking care of people, process efficiency, communication and planning.

When it comes to taking care of people, Fulford wants to create a heightened awareness. "Three years ago we were very concerned about quality. I remain concerned today about the working conditions of the men and women who make up the Joint Staff.

"Sometimes I think we get so caught up in the day-to-day tasks of meeting requirements that we somehow relegate taking care of our

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"I believe you do what you have to do to get the job done. If that means working 15 hours a day, seven days a week, that's what it means. If it means that you can get your job done by noon and then go work out, then that's what it means."

Lt. Gen. Carlton W. Fulford Jr.

people to second place. It's not a conscious or deliberate decision, it just sort of happens with business. I want to raise that people consciousness," said the general.

"I can't do anything about the Springfield interchange or the long commute back and forth to the job - that's certainly a deterrent to morale, but, here, within the Joint Staff, I can and should make an effort to take care of our people. It's a responsibility I take very seriously."

Fulford plans to review some of the Joint Staff processes to make sure they are in synch with the needs of the chairman and the staff. The general admits he's not looking to make sweeping changes, just tighten up on the efficiency of processes, which can impact the morale of action officers. "The processes within any bureaucratic organization are established and they grow. If you don't take a look at them periodically, the processes may have outlived their usefulness or outgrown their purpose. I would like to take a step back and say 'Does this make sense? Is it meeting our requirements? Is the requirement still valid?'"

"I believe most people would work very hard if they know they are making a difference. If they believe what they are working on is just routine, treadmill-like, then they aren't going to be too excited about it.

"I want to make sure we aren't requiring the staff to do things that aren't value-added towards what the chairman needs," said Fulford.

Keeping the lines of communication open and flowing between the Joint Staff and the Office of the Secretary of Defense is another priority for the DJS. Fulford said that situation has improved greatly in the past three years and he wants the momentum to continue. "The more cooperation we have the less the rework we have, perhaps, or the less spinning of the wheels we have along the way.

"My goal is to make sure the lines of communication are open. We ought to be cooperating where we can because we bring different perspectives to an issue."

Better planning is another issue Fulford wants to engage as DJS, though he likens it to an ambition rather than

priority. The Newnan, Ga., native said he wants to shift more things out of the "crisis action box" and into a "long-range planning box."

"I believe if you do that — one, you give the chairman a better product; two, we also improve the demands on the people on the Joint Staff. If you are able to plan in advance to a degree, when the issue arrives, you have already thought out the reaction."

While improving the quality of life for the JS and service to the chairman are his over-arching goals, the general added that when it comes to getting the job done, you do what you have to, while you balance the home front and your professional development.

"I believe you do what you have to do to get the job done. If that means working 15 hours a day, seven days a week, that's what it means. If it means that you can get your job done by noon and then go work out, then that's what it means.

"Set your priorities straight and that begins with your family. Then look at your professional development and ask yourself where do you want to be 5 years, 10 years down the road. After you do that, then you make sure your current work responsibilities are in keeping with the broader responsibilities to your family and future."

Basically, take care of people.

News briefs

Help break cycle of crime

Opportunities, Alternatives, and Resources of Fairfax County, Inc., is looking for volunteers for the following services: one-on-one mentoring with offenders; teaching offenders; assisting Hispanic offenders; outreach to families; working with child offenders; and serving on the fund-raising committee. Volunteer training is Sept. 24, 30, and Oct. 1 from 6:30 to 9:30 p.m. and Sept. 25 from 9 a.m. to 4 p.m. Registration must be made by Sept. 15. For more information, call (703) 246-303.

Second career lecture offered

Retired Col. Jerry Crews, Deputy Director of the Officer Placement Service for the Retired Officers Association, presents

"Marketing Yourself for a Second Career" Sept. 17, 8:30 to 11 a.m. in Room 5A1070. Military members, civilians and their spouses are invited to attend this free lecture. For more information, call Judy Bennett at (703) 838-0547.

Intelligence chapter meets

The Potomac Chapter, National Military Intelligence Association meets noon, Sept. 16 at the Bolling Air Force Base Enlisted Club. Guest speaker is Rick Francona, author of the new book "Ally to Adversary: An Eyewitness Account of Iraq's Fall From Grace." Francona is a retired Air Force intelligence officer with broad Middle East experience. His book chronicles his firsthand insider experience on the evolution of Iraq from ally to adversary. To make reservations, call (703) 921-1800.

82nd Airborne group meets

The Washington D.C. Chapter, 82nd Airborne Division Association hosts a general membership meeting Sept. 11, 1 p.m. at the Fort Myer Religious Education Center, located across from the main Post Exchange. All airborne qualified people are invited to attend. Jim Mandelblatt, a British historian, will present "A British Airborne Living History."

For more information, call Gordon Sumner at (703) 614-7665

Army women's group meets

The Army Women's Professional Association plans a social luncheon Sept. 15 from noon to 1 p.m. in the Pentagon Executive Dining Room, 3B1062. Cost is \$13 for members and \$15 for nonmem-

bers. Reservations must be made by Sept. 8. For more information call Col. John Westwood at (703) 614-7694 or Master Sgt. Darlene Sullivan at (703) 697-8721.

Nursing mothers program starts

The Pentagon started a nursing mothers program for women who want to return to work and continue breast feeding. The program is under the management of the Civilian Employee Health Services and Washington Headquarters Service. Room 4B848 has been designated the Nursing Mother's Room and it will have three hospital-grade breast pumps available for the convenience of mothers. Mothers will only have to bring their pump accessory kits to work.

For more information, call the Civilian Employee Health Service at (703) 687-0850.

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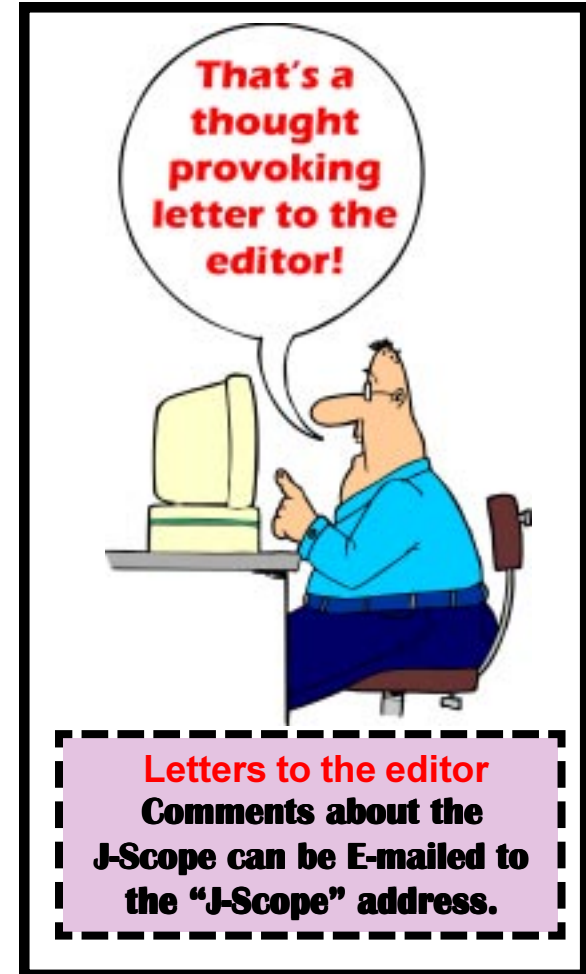




Photo by Air Force Master Sgt. Kerry Dugue

Farewell

Rear Adm. Bruce Englehardt, J-8 Deputy Director for Resources and Requirements (left), presents the Defense Meritorious Service Medal to Air Force Col. Samuel L. Harris, J-8 Program and Budget Analysis Division during an end-of-service ceremony Aug 23. His guests included his wife, Joyce; daughters, Heather and Kendra; and son, David.



Photo by Air Force Master Sgt. Kerry Dugue

Farewell

Air Force Lt. Gen. Frank B. Campbell, J-8 Force Structure, Resources and Assessment Director (left), presents the Defense Meritorious Service Medal to Navy Capt. Larry M. Jones, J-8 Joint Requirements Division during an end-of-tour ceremony Aug 13.

J-Scope Classified Ads

are available without regard to race, color, religion, sex, national origin, age, marital status, or any other nonmerit factor of the user or patron. Classifieds are printed in this publication in accordance with DoD Instruction 5120.4.

Submitting Classified Ads

Joint Staff active duty and civilian personnel are eligible to advertise a one-time sale of personal items, no longer than 20 words in length.

Only one submission is allowed per family per week and should include sponsor's name, duty section, duty and home phone number. The ads only include a person's home phone number.

Please indicate what section the ad should be in -- autos or boats for sale, miscellaneous, yard or garage sale, car pool, houses for sale, or roommate wanted. Send ad submissions via E-mail to the "J-Scope" address by 4:30 p.m. Tuesday each week, or drop off at Public Affairs, Room 2E839. Ads will run only once and must be renewed by E-mail each week.

Miscellaneous

Mess dress. Wanted, men's Army enlisted mess dress jacket, size 44 regular. Call 680-5054.

Disney pass. One Walt Disney MGM Studios 1-day pass. No expiration date. MWR Pentagon cost is \$40, gate cost is \$44, asking \$35. Call (703) 503-0598 anytime.

Prints. Several Kuntsler and Stivers limited edition prints. All professionally framed. Titles include "The High Water Mark," "It's All My Fault," "Plans for the Future," and others. Call (703) 897-0104.

Piano. Yamaha Clavinova digital piano with cover. Less than 2 years old, maintenance free, \$1,200. Price negotiable. Call 644-3145.

Autos

1995 Ford Mustang GT 5.0. 5-speed, red with black/grey interior, AM/FM radio and cassette player, air, cruise control, 109,000 miles. Asking \$9,500. Call (540) 854-7662

1994 Ford Explorer XLT. Original owner, 81,000 miles, 4x4, air, class 3 hitch and much more. \$12,500, or best offer. Call (703) 467-9752.

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Spotlight



Photo by Air Force Master Sgt. Kerry Dugue

Name: Air Force Capt. Monte Cannon

Organization: J-8 Sea, Air, Space Superiority Assessment Division

Duty title: Joint Staff Intern

Time in service: 7 years

Hometown: Felicity, Ohio

Family: Wife, Kim; son, Nate

Hobbies: Family is the priority but I like to golf when I can

Most embarrassing moment: Skiing down the wrong trail and ending up in Germany during a ski trip to Austria

Favorite duty station: Spangdahlem Air Base, Germany

Career Highlights: Top graduate, undergraduate pilot training, Reese Air Force Base, Texas

Each directorate of the Joint Staff has one or more individuals assigned the additional duty of Unit Public Affairs Representative or UPAR. The UPAR's job is to help tell the story for that organization by reporting news about unit and individual activities and achievements to the J-Scope. UPARs also process Hometown News Release forms, assist with publicity for special events, and identify story ideas for future publication.

Contact your assigned UPAR if you have a story to tell, have won an award, been promoted, or need to publicize a special event.

UPAR quick reference list

<u>Unit</u>	<u>Name</u>	<u>Phone</u>
DOM	Air Force Master Sgt. Eric M. Harrell	695-2000
J-1	Army Lt. Col. Kerry C. Allen	697-9644
J-2	Air Force Tech. Sgt. Michael Saultzman	697-9773
J-3	Army Sgt. 1st Class Paula E. Davis	695-8116
J-4	Navy Petty Officer 3rd Class Greg Hahn	697-1018
J-5	Army Lt. Col. C.T. Taylor	697-3794
J-6	Air Force Master Sgt. Vincent R. Johnson	695-7879
J-7	Air Force Senior Master Sgt. Rick Haney	695-7920
J-8	Air Force Master Sgt. Kerry G. Dugue	695-5632

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Editorial Staff

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Maj. Larry Cox

Editor

Tech. Sgt. Anne M. Proctor

Graphics

**Army Visual Information Center
Joint Visual Information Services**

outside the
Beltway

**USS Kearsarge
delivers relief
supplies**

Off the coast of Turkey a CH-46, Sea Knight, operating from the USS Kearsarge, provides aerial support by delivering personnel and supplies to relief areas of Turkey for Task Force Avid Response.



Photo by Photographer's Mate Second Class Leland B. Comer